

POLICE SERGEANT ORIENTATION GUIDE

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Revised May 2006

Introduction

The New Jersey Department of Personnel has prepared this supplemental orientation guide for promotional candidates who will participate in the 2006 Police Sergeant examination. The information in this booklet and the **General Multiple-Choice Exam Orientation Guide** (available via DOP's web site www.state.nj.us/personnel under the *Law Enforcement Careers* icon) is designed to help candidates better understand the testing process and the types of questions they will encounter on the Police Sergeant examination. The examination will be designed on the basis of information obtained from a job analysis of the Police Sergeant position, which includes descriptions of the duties performed by incumbents and identifies the knowledge, skills, and abilities that are required to effectively perform each of these duties. We encourage candidates to carefully review this orientation guide along with the General Multiple-Choice Exam Orientation Guide and to take advantage of any and all opportunities to prepare for the examination.

When and where will the examination be held?

The **tentative** date to administer the Police Sergeant examination will be **October 26, 2006** depending on test center availability. However, in the event there are difficulties scheduling the examination for any unforeseen reason, the examination date may change. The test date will be confirmed when candidate examination notices are mailed two to three weeks prior to the test date. Candidates will be scheduled to take the written examination at various sites (north, central and south) throughout the state. Once candidates are notified of their scheduled Examination Center, directions can be obtained by calling the New Jersey Department of Personnel Information Center at (609) 292-8668. Directions may also be found on the Internet at the New Jersey Department of Personnel's Home Page (www.state.nj.us/personnel). Make sure to map out a travel route in advance of the examination date and plan to arrive at the examination center *early* since no one will be admitted late. Candidates will not be allowed to refer to this Orientation Guide after they arrive at the examination center.

Please note that candidates are **NOT PERMITTED** to bring phones, pagers, recording devices, etc. into the test center. Possession of one or more of these prohibited devices inside of the examination center may result in disqualification.

In addition, briefcases and other personal items should also be left outside of the test center. The Department of Personnel is not responsible for any personal items. Upon completion of the testing process, candidates must leave the testing premises so that other candidates (still involved in the testing) will not be disturbed or distracted by outside conversations.

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How is the examination developed?

A job analysis was conducted to identify the knowledge and abilities that are necessary to perform the duties of a Police Sergeant. A job analysis is the process of critically examining job components in order to provide a functional description of a job. As a part of this job analysis, staff from the Department of Personnel visited various police departments throughout the state. They gathered information about the job through interviews and observations of on-the-job activities of incumbent (permanent) Police Sergeants. Based on this job analysis, several work components were identified. The examination has been developed on the basis of these work components. They include:

Supervise Patrol/Field Work
Supervise Other Than Patrol Work
Perform Training
Handle Personnel Matters
Respond To & Handle Patrol Work
Administration and Record Keeping
Deal With the Public & Other Agencies

Will all of the work components listed in the guide be included on the examination?

During the job analysis, senior police personnel ranked each Police Sergeant work component in terms of its importance. Examination questions will relate to those work components that were determined to be most critical. The following is a brief description of those components that received high importance ratings. Also included is their relative weighting. These weights will be reflected in the examination.

Supervise Patrol/Field Work - 70%

Tasks associated with this work component include: Schedules assignments; Sets up meetings to discuss issues with subordinates; Evaluates the performance of subordinates; Decides the course of action to be taken when dealing with a complaint; etc. Test questions related to this work component may be based upon the application of New Jersey Criminal Code 2C, Title 2A, Title 9, Title 39, New Jersey Attorney General Guidelines, Case Law, Leadership, Ethics, and Policing: Changes for the 21st Century, and/or Organizational Behavior and Management in Law Enforcement.

Supervise Other Than Patrol & Handle Personnel Matters - 10%

Tasks associated with these work components include: Assign tasks to qualified subordinates; Makes recommendations concerning disciplinary actions of subordinates; Encourages and instructs subordinates on how to be more effective in their jobs; etc. Test questions related to these work components may be based upon the application of New Jersey Attorney General Guidelines, Leadership, Ethics, and Policing: Changes for the 21st Century, and/or Organizational Behavior and Management in Law Enforcement.

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Perform Training & Administration and Record Keeping- 10%

Tasks associated with these work components include: Keep subordinates abreast of current developments and trends via seminars, reports and roll call; Reviews and processes logs/reports/records prepared by subordinates for completeness and accuracy; etc. Test questions related to these work components may be based upon the application of New Jersey Attorney General Guidelines, Leadership, Ethics, and Policing: Changes for the 21st Century, and/or Organizational Behavior and Management in Law Enforcement.

Respond To & Handle Patrol Work and Deal With the Public & Other Agencies - 10%

Tasks associated with these work components include: Determines when a situation requires a supervisor's input; Determines when action needs to be taken; Interacts with people from different socioeconomic backgrounds; Meets with citizens to listen to concerns and to offer solutions; etc. Test questions related to these work components may be based upon the application of New Jersey Criminal Code 2C, Title 2A, Title 9, Title 39, New Jersey Attorney General Guidelines, Case Law, Leadership, Ethics, and Policing: Changes for the 21st Century, and/or Organizational Behavior and Management in Law Enforcement.

What will the examination look like?

In the multiple-choice format, candidates will be provided a question preceded by a statement, a situation, or other stimulus such as a report or a reading passage. Candidates will then be given a series of possible choices to address the situation or question. In answering all questions, candidates are to assume the role of a Police Sergeant.

Questions on this examination will have four choices from which candidates will select one answer which best addresses the problem or situation. Answer choices will be labeled as (a), (b), (c), and (d). Candidates will enter their answers on a standardized answer sheet. The answer chosen must be marked on the answer sheet. This is done by completely filling in the appropriate space on their answer sheet that designates the letter that corresponds to their answer choice. No credit will be awarded for any answer that is not properly marked on the answer sheet.

How will the examination be scored?

The scoring of the written examination will be based on the number of correct responses. There will be no penalties for wrong answers. That is, points will not be deducted for wrong answers. Therefore, it is in the candidate's best interest to answer all questions. If the answer to a question is not known, choose the BEST choice. Candidates should budget their time so that they can respond to all questions within the allotted time.

The written examination will be machine-scored. When candidates receive their answer sheet at the test center, it will show the number of questions to answer and the total time allotted to finish the test. Using a Number 2 pencil, candidates should blacken selected answers firmly, neatly, and completely. Candidates should mark only one answer for each question while making sure to erase cleanly any answer changes. Stray marks should be avoided.

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Promotions resulting from the examination

After the examination is scored, candidates will be ranked within their particular jurisdiction according to their final score (a composite of written score and seniority score). Promotions to the level of sergeant are made from a certified list based upon this ranking. **Please Note: Promotional appointees are considered to be serving conditionally pending resolution of all scoring appeals related to the examination.**

Is there study material that candidates can use to prepare for the examination?

The following sources are used by the Department of Personnel to develop test questions for this exam. Please note, however, that the development of all test questions may not be restricted to these particular sources.

- Constitution of the United States and Amendments
- Current United States and New Jersey court decisions (Case Law)
- New Jersey Criminal Code 2C, Title 2A, Title 9
- Motor Vehicle and Traffic Laws Title 39
- New Jersey Attorney General Guidelines

The following source material will be utilized by the Department of Personnel to develop test questions related to Police Supervision and/or Police Management. A check with publishers prior to the posting of this guide indicated sufficient quantities of the books listed below. *[The Department of Personnel will not be responsible for the quantity of books available after the date this guide is posted.]*

Leadership, Ethics, and Policing: Challenges for the 21st Century –
by Meese & Ortemeier. - Pearson Education Inc. 2004. (ISBN 0-13-026871-2)

Organizational Behavior and Management in Law Enforcement – Second Edition
by More, Wegener, Vito, & Walsh – Pearson Education Inc. 2006. (ISBN 0-13-118101-7)

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Are there any practice multiple-choice questions?

The following four questions are sample questions that are similar to the ones that will appear in your examination (answers are found on page 6):

Question 1 is an example of a test question associated with the work component: Supervise Patrol/Field Work.

1. During an investigatory detention of a person suspected to be criminally involved in a recent crime, the two officers visually inspect the soles of the shoes of the detained person. One of the officers asks, "Does this visual inspection constitute a search which is subject to constitutional protection?" Your reply should be,
 - (a) "Yes, such an inspection is an exploratory investigation which involves prying into hidden places to find that which is concealed."
 - (b) "No, since there is no constitutional safeguard for what an individual knowingly exposes to the public."
 - (c) "Yes, since such an inspection infringes on an expectation of privacy that society considers reasonable."
 - (d) "No, since a person does not have a legitimate expectation of privacy in public places."

Question 2 is an example of a test question associated with the work component: Supervise Patrol/Field Work.

2. A Hispanic female approaches the front desk to file a civilian complaint. The female, who wants to remain anonymous, reports that she has just seen two police officers using excessive force while making an arrest. She states that a nine-year-old boy also witnessed the incident, as well as the victim. Which individuals would be permitted to file a complaint?
 - I. The anonymous source.
 - II. The juvenile.
 - III. The suspect while under arrest.
 - IV. The suspect while in police custody.
 - (a) I. only.
 - (b) II. and III. only.
 - (c) III. and IV. only.
 - (d) I., II., III. and IV.

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Question 3 is an example of a test question associated with the work component: Supervise Other Than Patrol/Handle Personnel Matters.

3. While on patrol, you observe that an officer does not appear to be at his post. You call the dispatcher and he reports to you that no one has any knowledge of the officer's whereabouts. The officer should be at his assigned post. What action should you take or ensure is taken?
- (a) Tell your dispatcher to assign another officer to that post.
 - (b) Try to contact the officer via radio.
 - (c) Inform your Personnel Officer to start the disciplinary process.
 - (d) Inform the Chief of Police.

Question 4 is an example of a test question associated with the work component: Supervise Other Than Patrol/Handle Personnel Matters.

4. A newlywed officer from another shift tells you that she is experiencing a problem in her marriage and that she has contemplated killing her husband. The officer also explains that her immediate supervisor is on vacation and won't return for another week. What is the FIRST action you should take?
- (a) Refer the officer to her immediate supervisor.
 - (b) Remove the officer from active duty.
 - (c) Counsel the officer even though you are not her immediate supervisor.
 - (d) Inform the officer's husband about her intentions.

What are the correct answers to the practice questions?

The correct answer to sample Question #1 is (b). This is an example of a technical question based on case law. This question is based on the case State of New Jersey v. Bates.

The correct answer to sample Question #2 is (d). Any of the persons listed are PERMITTED to file a complaint.

For sample Question #3, the correct answer is (b). Analyze this question from the perspective of a Police Sergeant and the standpoint of timeliness. As a supervisor, this situation demands action be taken. From the standpoint of timeliness, your first consideration should be the welfare of your officer. Therefore, an attempt should be made to contact him as soon as possible. Responses (a), (c) and (d) are premature actions.

The correct answer to sample Question #4 is (c). Again, consider this question from the perspective of a Police Sergeant. The question clearly implies that action is necessary. Response (a) refers the officer to a supervisor who will be away for a week. This is not a practical solution to the officer getting immediate help. Of the remaining choices, (b), (c) and (d), only (c) meets the criteria of being the most immediate response. Also, options (b) and (d) would be premature actions to take; until you have spent time counseling this officer, you don't know how serious a danger she poses.

<p><i>NOTE: These are only sample items. The examination will contain different questions, although similar in structure and content. Answering these sample items correctly does not guarantee you the same success on your examination.</i></p>

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How is a candidate's seniority score and final score calculated?

A candidate's final score (and rank) on a New Jersey Department of Personnel Police promotional list consists of two weighted parts: the test score and the seniority score.

The seniority score combines two elements. The first, seniority, is the time from the regular appointment date (of the eligible title) to the closing date of the announcement, minus the time spent on suspensions, layoffs and regular leaves of absence without pay other than military, educational, gubernatorial appointments, personal, sick, disability, family, voluntary furlough, furlough extensions and to fill elective office (day for day deduction from length of service). The second element, record of service, adds a maximum of ten points to the seniority score. The ten points are reduced by disciplinary suspensions which have occurred up to five years prior to the closing date.

Seniority is weighted at 20% for Police Sergeant promotional examinations. Test score is weighted 80% for Police Sergeant promotional examinations. Seniority is combined with the test score to produce the final average score.

CALCULATION OF SENIORITY SCORE

To a base score of 70.000, one point is added for each year of eligible service up to a maximum of 15. The maximum score for the *length of service component* is 85.000.

Ten additional points are given for *record of service*. The *record of service component* is reduced by disciplinary suspensions occurring within five years of the closing date, by the following rules:

.0025 times the number of days suspended, up to three years from the closing date, and
.00125 times the number of days suspended, from 3 years to 5 years from the closing date.

The maximum possible seniority score is 95.000.

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What is the Department of Personnel's make-up policy?

Pursuant to N.J.A.C. 4A: 4-2.9, make-up examinations for public safety promotional examinations may be authorized only in cases of:

- I. Error by the Department of Personnel or appointing authority.
 - II. Death in the candidate's immediate family as evidenced by a copy of the death certificate; or
 - III. Catastrophic injury or illness requiring an extended convalescent period, provided the candidate submits a doctor's certification containing a diagnosis and a statement clearly showing that the candidate's physical condition precluded his or her participation in the examination as well as documentation from the candidate's employer noting the candidate's related leave from work.
- Military leave, which will be handled as stated in NJAC 4A:4-2.9(c).
 - Exoneration from pending disciplinary or criminal charges will be handled as stated in NJAC 4A:4-2.9(d).

If you require a make-up examination please call the Make-Up Unit at (609) 292-9467 within 5 days upon receipt of your Notification Card.

Please note that all requests for medical make-up examinations must be accompanied by the Department of Personnel's Medical Authorization for Make-Up Examination form completed by the treating physician. The Medical Authorization for Make-Up Examination form can be obtained through the Make-Up Unit or printed from the DOP website at <http://www.state.nj.us/personnel/forms/index.htm>.

Will make-up candidates take the same examination?

Because of concerns regarding loss of examination security relating to the illicit discussion and/or dissemination of test content, the make-up examination for this announcement may not be identical to the original examination. That is, it may be very similar to the original examination, matching the content specifications of the original examination as closely as possible. This means that the make-up examination would measure in equal proportion, the same knowledge, skills, and/or abilities that will be measured by the original examination. It will also be administered and scored in the same manner as the original examination. If a different examination is used for make-up purposes, make-up candidates may be required to obtain or use resource material for test preparation/study purposes that is particular to the make-up examination.

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Conclusion

This orientation guide attempts to familiarize candidates with aspects of the Written Multiple-Choice Test, including some suggestions for preparation. The suggestions provided here are not exhaustive – we encourage candidates to engage in whatever additional preparation strategies they believe will enhance their chances of performing effectively on the examination.